



21 March 1973

MEMORANDUM FOR: DDO/OP

SUBJECT: Study of DDO Personnel Procedures

1. Your meeting of 17 March 1973 on this subject cleared up, for me at least, some of the ambiguity of your implementing memorandum of 15 March 1973. It became clear that the subject is Personnel Administration.

2. As we have discussed, there is no person in [] spending less than 25% of his (or her) time in some form or aspect of personnel administration and/or personnel management. We have an authorized strength of [] persons of whom [] are "D" careerists and [] DDS careerists, with the latter distributed as follows: []. The work of [] spreads across the operational spectrum of the DDO and is performed in response to the operational requirements of the Directorate.

25X1

25X9A2
25X9A2
25X9A2

3. As for ideas or suggestions re consolidation, elimination, centralization, and/or simplification in personnel administration:

a. The substitution of "exception" reporting for our current T&A reporting might save untold man-years. In essence, it is suggested that personnel be paid without T&A's and that only the exceptions be reported to OF. OF should be able to work out a simplified system which would satisfy any legal requirements.

b. The consolidation of personnel files so that there is one complete file for each person. While such an action may cause some inconveniences and may require some slow-down in access to personnel files, it is believed that many man-years could be saved by this means.

25X1

c. Some time and thus people could be saved by changing our system for travel orders. DOD has found significant savings in its current system and we might take a page from their book.

d. The processing of "home leave" and "short of tour" actions seems very unwieldy and time consuming. Would it not be possible to delegate some of this authority so that when there are valid operational as opposed to convenience reasons the authority and responsibility can be fixed on the operationally responsible officer, i.e., Operating Division Chief or his Deputy?

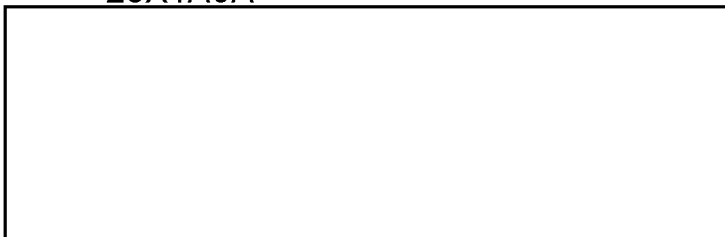
25X1A

e. Commuted travel is another area which has proven to be a time and money saver in It is being used more widely but why not all together? Corporate America and most international organizations learned this years ago.

f. Why do we have to evaluate everyone in every grade every year in our Panels? Our promotion rates have been rather quick but are likely to slow down, so why not look on a regular basis at only those persons who are rated Outstanding and Adequate or Marginal: the former to see if indeed they are and advance them if appropriate; the latter for corrective or administrative action, as appropriate?

g. There should be an Agency-wide system with Agency-wide criteria for the systematic and continuing reduction of personnel, since it is clear that personnel reduction will continue for the foreseeable future. Such criteria should include breadth of experience, mobility, adaptability to the varying and various tasks of the Agency, coupled with seniority or longevity in the intelligence business, be it in production, operations or services in support of the other two.

25X1A9A



ROUTING AND RECORD SHEET

OP-628

SUBJECT: (Optional)

FROM:

25X1A

C/ ☐
GG 2709

EXTENSION

NO.

DATE

21 March 1973

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDP/OP

22 MAR 1973

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.